INRA
a public mission-oriented research organisation

The financial model and the attractiveness obsession

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INRA

For the Planet and for Mankind

Public mission-oriented research with global vision

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1. Mission, objectives and implementation *(Marion Guillou)*
2. Scientific strategy: how we adapt, assess and disseminate *(Guy Riba)*
3. The financial model and the attractivity obsession *(Michel Eddi)*
4. Challenges and perspectives *(Marion Guillou)*

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Missions

3 Key historical benchmarks

- **1984 : new status of mission-oriented research institute**
- **2000 : from the single base of “agriculture and related industries” to the triple field of agriculture, diet and food, and environment**
- **2005 : INRA embracing global issues**

Missions

- Excellence and relevance of research
- Generation of innovation
- Contribution to public expertise
- Training and dissemination
- Under the joint authority of the Ministers of Food and Agriculture, and Research and Higher Education
- Reporting to the Parliament and to the Government

The National Institute for Agronomic Research

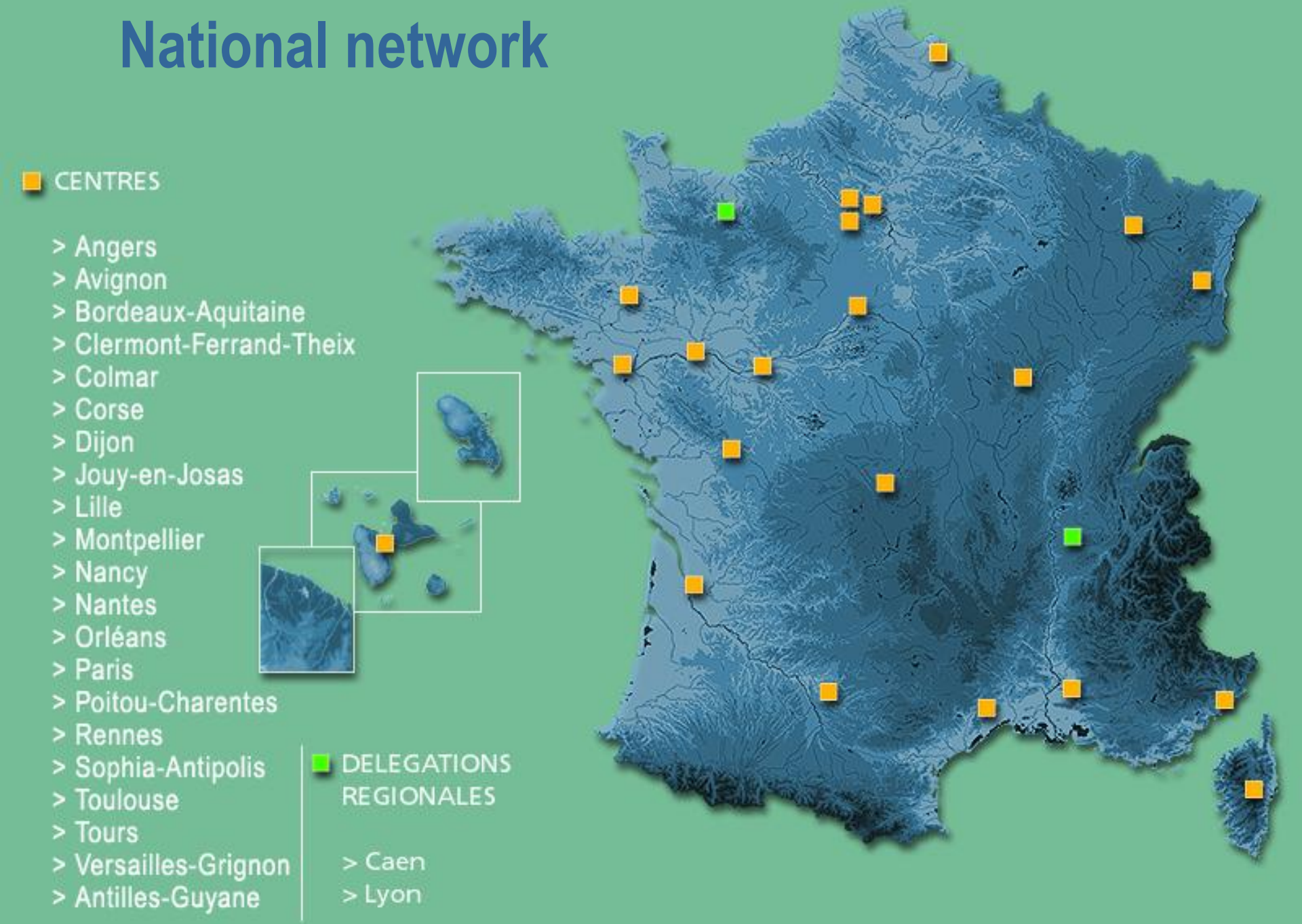
the National Institute in charge of

agriculture, food and environment

a staff around 10 000 and a budget of 920 M€ (2010)

- 1,600 PhD students, 1,000 scientists coming from partner organizations, more than 1,200 international visiting fellows/year

National network



INRA, an international research operator

Citations ESI -Essential Science Indicators - (1998-2008)

– INRA is among the first Top 1% world institutions

– 2nd world position, after USDA, in two main fields “Plant & Animal Science” and “Agricultural Sciences”

– Co-publications Inra - other country : about 41% of total publications en 2006

	World position		National position
• **Plant & Animal Science**	**2nd**	**(/813 institutions)**	**1**
• **Agricultural Sciences**	**2nd**	**(/394 institutions)**	**1**
• **Microbiology**	**16**	**(/304 institutions)**	**2nd**
• **Environment/Ecology**	**36**	**(/498 institutions)**	**2nd**

Global scientific profile today

– Life sciences: 78%

From molecular and cellular levels to agro-ecosystems and landscape processes

– Environmental sciences: 14%

Including physics, chemistry and applied mathematics and informatics

– Social and human sciences: 8%

With a focus on agricultural economics and sociology

scientific priorities proposed for the future strategic plan 2010-2020

1. Reinforce prediction capacities in biology
2. agro- ecology
3. Economic, social and environmental performances of agriculture
4. Sustainable/Healthy food for healthy life
5. Develop and promote the renewable carbon for chemistry and energy
6. Adapt agriculture to climate change and reduce its contribution to greenhouse gas effects
7. Seek systemic and territorial consistencies for global food security and global change

Partnership

Numerous academic partnerships

- National : INSERM, CNRS, INRIA, …
- Europe and International : WUR, BBSRC, Leibniz, Mediterranean countries, …

Socio-economic partnership

- With the world of farming
- Industrial partnerships

Intellectual property: a strategic and ethical challenge in the life sciences (200 licenses, 60 software programs, 600 plants varieties)
Research contracts (170 per year)
Exploitation of research results
2 subsidiaries :
• ***Agri-Obtentions***: plant variety certificates, sustainable agriculture
• ***Inra Transfert***: exploitation of patents and expertise, creation of companies

Contributing to public debate, informing public decision-making and anticipating

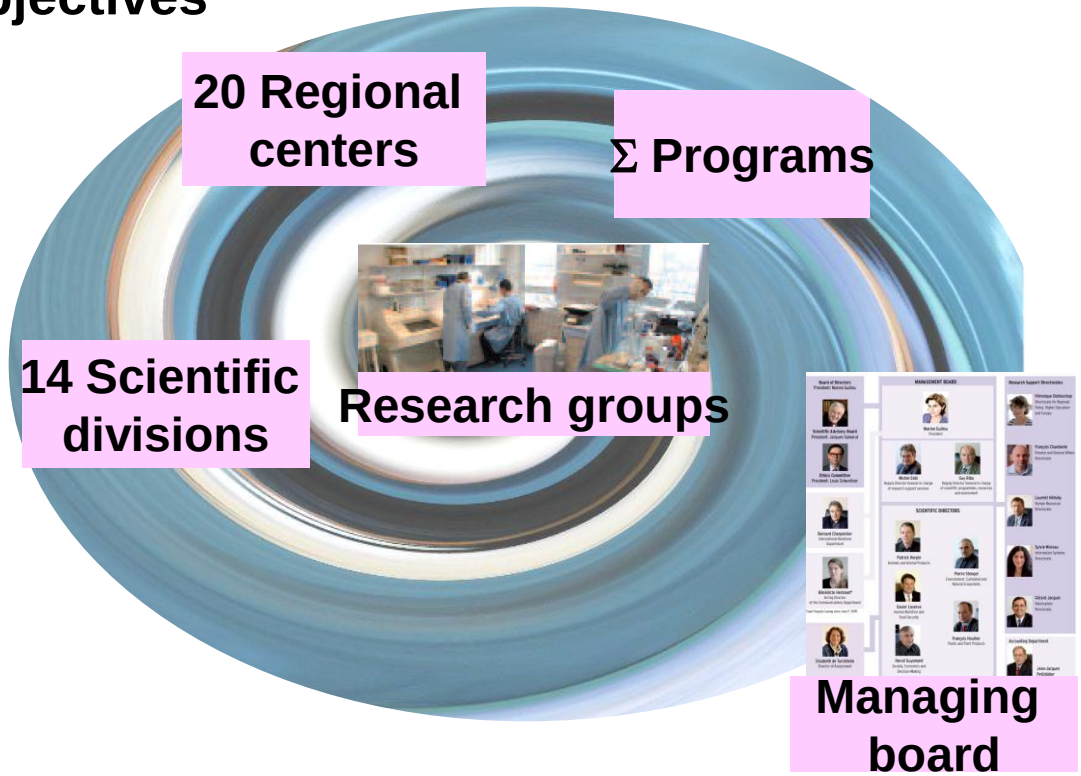
- Participation in the dissemination of scientific and technical knowledge
- Exploitation of the work of its Ethics Committee (first set up in December 1998)
- Initiation of public debate on innovative programmes
- Advanced studies – Expertise – Foresight to inform decision-makers in both the public and private sectors

Foresigths : Agrimonde ,
Ruralities, Agriculture 2013

Objectives and implementation
A public mission-oriented research organization

- **4-year-orientation plan**
  - Strategic orientation document
  - Contract of agreed objectives
  - Mission statement

- **and an internal governance**



INRA

The business model of INRA

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The business model of INRA

As regards the dynamics of revenues and costs of INRA, the trends are as follows :

– Stable subsidies from the government

– Growth of incomes provided by contracts

– Growth of labor costs supported by contracts

– Growth of operating expenses and investments

The business model of INRA

Solution :

– Charge the totality or part of operating expenses in contracts

– To do so, implement analytic accounting and modify financial rules of the ANR similarly to the 7 EU ramework program

The business model of INRA

Regarding the budget policy

– **Objective** : identify and mobilize funding to offer competitive environment to scientists

– **Solution** : constant labor cost controlling to increase budget allocation in favor of operating expenses and investments the rule of « *fongibilité asymétrique* », allow a major opportunity to reallocate labor cost savings to other expenses

The business model of INRA

Regarding the full costs budget structure of an « average » unit

– 80% is labor costs : 75% covered by government subsidies, 5% by contract incomes

– 15% is operating expenses : 7% covered by government subsidies, 8% by contract incomes

– 5% is investment expenses : covered equally by government subsidies and contract incomes

The business model of INRA

As a whole, considering a unit

– Contract incomes cover only 16% of expenses

– Alone, the unit get a little investment capacity

– 84% of global expenses is covered by INRA incomes to guarantee alignment of the unit scientific policy with the institute strategy

The business model of INRA

Regarding full costs of a scientist (researcher + engineer)

→ Total cost of 235 K€

→ 30% is direct labor costs

→ 31% is labor costs of technical support staff

→ 22% is structural costs

→ 17% is direct operating expenses

The business model of INRA

As a whole for a scientist at INRA

→ The institute supports 53% of the full cost, 83% with the wage

→ The scientist cannot work without the structure and environment supports provided by INRA